

Global Business in Digital Age

The 4th lecture session, 9.5.2019

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Course Staff



Olli-Pekka Mutanen, Responsible teacher of the course, Research Manager, Digital Operations, DIEM, I&E Coordinator, Master's Programme in ICT Innovation



Veijo Komulainen, Counsellor, trade affairs, Consulate General of Finland in New York, author of *Growth and Scaleup Enablers for Smes* - book



Ilja Riekkilä, Head of International Relations, Aalto Ventures Program Specialist in international programs and education exports



Today's Agenda, 9nd of May

13.15 Course project: Teams presenting the results of the phase 1. (5 min + feedback 5 min);

14:45 Internal environment: Enabling and Creating the growth, Analysis & planning for 2nd project phase; Veijo Komulainen;

15:15 Lecture/G2M Process: Go-to-Market Plan, Jussi Autere;

15:45 Launching course project phase 2/2: Go-to-market plan & company's Internal Analysis, presentation and preliminary report;



Course Contents

Key question: How to grow and go-global successfully?

- 1. Company's external business world:** the planning, methods and the related skills to be aligned with it;
 - Go-to-market plan based on market & product analyses;
 - 2. Company's internal environment - the related growth barriers/factors**
 - Company internal analysis & development plan
- Concept: Learning-by-doing project course with the related background theories given;

Course project – Instructions for **phase 2/2**

Student groups do two types of analysis as part of the course project consisting of phases 1. and 2. accordingly:

1. **Go-to-market analysis: → Go-to-market plan, "G2M"**

G2M phase 1/2: **Product-Market Fit analysis (25.4 – 7.5);**

G2M phase 2/2: Go-to-market analysis (8.5 - 21.5);

2. **Internal Environment analysis: → Internal development plan, "IDP"**

IDP phase 1/2: **Growth challenge & barriers analysis (25.4 - 7.5);**

IDP phase 2/2: Internal development analysis (8.5 - 21.5);

Course project – Instructions for phase 2

- **Go-to-market plan ("G2M") & Internal Development plan ("IDP")** form the ultimate results of the course project and will be presented in the final seminar session and provided as the written report;
- In both project phases, teams will have a **phase-specific interview and discussion session** with the case company (student teams responsible for scheduling the meetings);
- In both project phases, the delivery format of the phase results are:
 - **Presentation file** (must be presentable in a class, for example PPT/pdf or a 'launchable' presentation over the net);
 - **Text report including the more detailed content** (pdf, word file);

G2M phase 2/2: **Go-to-market Analysis (Plan)**

In the whole internationalization process/market entry operation, a business manager has to consider:

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1. **To Whom:** Which markets exactly (e.g. countries and segments) to enter?
 2. **What:** What exactly to offer for international markets?
 3. **How:** Go-to-market leveraging phases 1. and 2. by selling the selected offerings in the selected markets (sales mode, organization, channels, partners, strategy, operations plan, resources, financing...) as the plan;

+ **Risks:** What to be prepared of?

Advise for G2M / phase 2: Go-to-Market Analyses

- Typical concepts & content related to **Go-to-Market** plan being in focus are e.g.:
 - **Market strategy**: briefly (one chapter) explained what is relevant to know related to the chosen target market and customers + the related justifications: market size and characteristics, competitive analysis, customers and segments, positioning, purchase behavior, business ecosystem, etc. This and the Product strategy is a (possibly an adapted) summary from the phase 1/2 report, not a copy-paste of everything in it!
 - **Product (strategy)**: briefly (one chapter) explained what is relevant to know related to the company's offering(s) and technology, and its fit with the chosen market, that is **the Product-Market Fit**;
 - **Go-to-Market (Execution)**: How to start selling products in chosen markets (e.g. sales model, pricing principles, organization, channels, partners, strategy, timeline, scope of the entry, 12-24 month action plan, initial costs and resources, revenue potential, financing);
 - Risk Analysis;
- Related sources (course materials) are, among others:
 - *Business Case and Market Analysis*, Dr. Autere (lecture 2019-04-25);
 - *Product Analysis*, Dr. Autere (lecture 2019-04-25); *Go-to-market*, Dr. Autere (lecture 9.5.2019);
 - *G2M - Customer & Market Focus*, Dr. Mattsson (online module + slides);
 - *G2M - Reaching Product-Market Fit*, Dr. Mattsson (online module + slides);
 - *G2M – Initial Go-to-Market* (online module + slides);
 - *G2M – Market-by-Market Expansion* (online module + slides);
 - *G2M – Market by Market Expansion* (online module + slides);
 - All case company related materials, both received from the case owner and/or extracted by yourself;

IDP phase 2/2: **Internal Development Analysis**

Based on your evaluation of the internal growth challenge (phase 1 results) and the materials of the lectures 1-3, please *prepare a short three year plan for the company internal development*:

1. Main internal development areas

- List down three of the most important internal areas needing improvement in order to enable the planned growth on the markets. Give short reasoning for each of them

2. Roadmap for the internal development

- Prepare a development road map for the next three years to cover the shortcomings. Identify clear actions for each topic annually.

INSTRUCTIONS FOR DOING AND SUBMITTING PHASE 2.

Procedure for phase 2/2

- 1. Re-use and modify freely your analysis contents in phases 1. and 2. as the basis for the 3. Go-to-market analysis plan – you can make adjustments or new decisions regarding their content;**
 - Please Note: No new submissions for the course project phase 1;
- 2. Arrange a meeting/session or other point of communication** with the customer firm;
 - Provide the case company the 1st phase materials in the originally or modified form;
 - Discuss and interview the 2nd phase related matters, ask for supporting materials, etc.
- 3. Do the 2. phase analysis by applying the knowledge and methods acquired from the course to the case firm:**
 - Find the related "theory" content from the G2M-online module, lecture materials by Dr. Autere, Veijo Komulainen and Juha Mattson slides + upcoming lecturers. Adapt them to your company case, or use some other applicable methods;
- 4. Submit the phase 2/2 deliverables via MyCourses latest 21.5 at 23:55**



Deliverables (formats, structure etc.)

Delivery format requirements for the results:

1. Presentation (“main points” of analysis):
 - Primarily created to some presentation format (e.g. PPT) using the company’s presentation template (if available / accessible);
 - Max. 15 slides, appendices for additional materials, ALWAYS also .pdf version attached so that we can be sure to get it open);
2. Text report supplementing and justifying the main results presented;
 - Any standard text and/or spreadsheet format (doc, rtf, excel, etc.);
 - No structural requirements (except the cover sheet containing the group # and team members information);

Please Note: Teams can decide the more detailed structure, content and the form for the “G2M/Product-Market Fit analysis”, but for the “IDP/Growth challenge and barriers analysis” use the given structure by Veijo Komulainen (see slide 9. *IDP phase 2/2: Internal Development Analysis*);

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(15.04.2019-31.05.2019)

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